

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
NOVEMBER 11, 1977, IN THE FACULTY
CONFERENCE ROOM, SIXTH FLOOR,
LISNER HALL

- 1 The meeting was called to order by President Elliott at 2:11 p.m.

Present: President Elliott, Provost Bright, Registrar Gebhardtsbauer, Parliamentarian Smalls, Adams, Amling, Birnbaum, Fox, Ginsburg, Heddesheimer, Hill, Jones, Kaye, Kurtz, Lessin, Liebowitz, McDonald, Morgan, Reesing, Schiff, Schwartz, Schwoerer, Snodgrass, Solomon, Wayne, Wood, and Ziolkowski

Absent: Kramer, Kyriakopoulos, Linton, Plotz, Rashid, Rockoff, Sapin, Tillman, Walker, Vaill, and Zenoff

- 2 The minutes of the regular meeting of October 14, 1977, were approved as distributed. Professor Morgan asked that the minutes of the regular meeting of September 9, 1977, be amended to show that Professor John P. Dirkse, Statistics, was nominated for election by Professor Schwoerer to the Appointment, Salary and Promotion Policies Committee and that Professor Dirkse was unanimously elected to this committee by the Senate.

- 3 Under Old Business, Professor Wood, Chairman of the Fiscal Planning and Budgeting Committee, asked the privilege of the floor for Professor Robert E. Park, Chairman of the Subcommittee of the Fiscal Planning and Budgeting Committee, for his preliminary remarks pertaining to the substitute resolution being offered to replace Resolution 77/5, "A Resolution to Promote Faculty Productivity"; Professor Wood noted that a corrected copy of the substitute resolution, entitled "A Resolution to Promote Faculty and Institutional Achievement," had been distributed to Senate members at this meeting. Professor Park reviewed the history of the committee's work since 1975 pertaining to the development of appropriate standards for evaluating productivity in the several colleges and schools and in their individual departments. He said the subcommittee had made an extensive study, he thought, of the problems that chairpersons and individual faculty members and deans had experienced in the University, and it was the subcommittee's impression that the biggest single problem in setting standards - whether at the faculty level, the departmental level, or the college level - was a lack of clear goals and standards. Professor Park said that the subcommittee's substitute resolution with the accompanying summary report represented, in its opinion, the best recommendations that it could frame addressing the question of setting standards at the individual, department, and college levels. He said that the subcommittee was not wedded to any particular format or solution, but that the recommendations made in the substitute resolution offered a possible mechanism by which standards for academic achievement in these different areas could be formulated. Professor Park said that Professor Richard A. Kenney and Professor Joseph A. Greenberg, members of the subcommittee, were also present to answer any questions the Senate might wish to ask concerning

the substitute resolution. Professor Wood then moved adoption of the substitute resolution.

Professor Hill asked if the question could be divided by taking each recommendation separately. Professor Wood responded that if that were to happen he would first like to make some remarks on behalf of the Fiscal Planning and Budgeting Committee in response to one of the questions raised in a memorandum he had received this morning from Professor Adams, Chairman, Committee on Administrative Matters as They Affect the Faculty, as a result of its review of Resolution 77/5 and the substitute resolution. The question raised by this committee was, "Why does the resolution address only the faculty, with the associated implication that it is the faculty which is unproductive?" Professor Wood said that his committee was not implying at all that the faculty was any worse in terms of efficiency or excellency than any other people in the University, but that this matter directly involved the faculty and, therefore, as a Faculty Senate, he supposed its first responsibility had to do with matters relating fairly directly to the faculty. He said that the faculty's relationship with the administration was such that "we either work together or we don't" and he thought that as long as the faculty exercised and recognized its responsibility to try to make improvements in the performance of its own sector, the administration was apt to listen to what the faculty had to say. Professor Adams said she would like to make some comments on behalf of the Committee on Administrative Matters as They Affect the Faculty, on behalf of some members of the School of Government and Business Administration, and on behalf of herself. She said that her committee viewed the ~~role-playing~~ ^{2nd. Session} process as a very important one in the University and was very receptive to future organization for better planning techniques; however, she said, her committee views the University and its planning components as being the faculty, administration, students, and support personnel, and that all four of these groups have a role in meeting objectives and showing levels of performance for the whole University. Professor Adams said that it was interesting to note that the proposed resolution dramatized the problems concerning younger faculty members, insofar as the need for adequate career counseling and professional development was concerned; in this regard, she said, the Committee on Administrative Matters as They Affect the Faculty introduced a resolution last spring proposing that all faculty members would be advised by their department chairmen once a year of their progress during that year and how they should change course if the year had not been a good one or what their future prognosis and development would be. She said that that resolution was remanded to committee and that the committee was now in the process of reviewing it; all of which points out the overlapping activities of her committee and the Fiscal Planning and Budgeting Committee. Professor Adams said that in the committee's opinion there were too many goals within the proposed resolution and it was unclear what it was to accomplish. For instance, she said, was it to increase financial solvency, or was it referring to faculty performance in order to eliminate faculty deadwood, or was it to improve the performance of chairmen and deans? Further, Professor Adams said, "The Faculty Code lists approximately twenty professional responsibilities of each faculty member and one could call these responsibilities a measure of performance of faculty members because, indeed, that's what they are." Professor Adams then moved that the substitute resolution be sent back to committee and that the committee be directed to work with the Committee on Appointment, Salary and Promotion Policies and the Committee on Administrative Matters as They Affect the Faculty. The motion was seconded. Discussion followed by Professors Wood, Park, Adams, Amling, Kurtz, and Morgan. The question was called to recommit and was defeated.

Professor Hill moved to divide the motion into five parts to correspond

Correction
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with Recommendations 2(a), (b), (c), (d), and (e), and the motion was seconded. The question was called and the motion was passed. With reference to Recommendation 2(a), Professor Hill said that this recommendation proposed two actions - one, the development of general standards for faculty performance, and the other, the development of more specific standards for individual departments. He said that he did not think that it was possible to develop specific standards for departments without specifying performance standards for individual members of that department. Standards for performance, he said, cannot be separated from criteria for promotion, and if we have two sets of standards, we have created a worse problem than the resolution purports to want to solve. Professor Hill said, however, that he saw a need to develop performance standards for the deans and chairmen, and, if there were any departments which had not produced criteria for performance leading to tenure and promotion, he would support a resolution reminding them that they were already under requirement to do so. He then moved that Recommendation 2(a) be amended to read as follows:

That the Office of Academic Affairs and the Faculty Senate Committee on Appointment, Salary and Promotion Policies jointly develop and publish general standards for the performance of deans and chairpersons. Further, that all departments which have not already done so be urged to develop specific standards for faculty performance.

The motion was seconded. Professor Jones asked if consultation outside the department on these standards was not still desired since there seemed to be the widest sort of diversity among the statements of specificity at various levels of what was expected. Professor Morgan said that in view of his experience in nonconcurrency mediation he would agree with Professor Jones that there were significant variations among departments regarding specific standards for faculty performance, and that in some cases the nonconcurrency position of a dean had been designed to create uniformity among departments within the school. Professor Schwoerer said that it was her opinion that the debate on this resolution should not be continued today because there were so many matters to be considered in the resolution that it would require a lifetime to amend it on the floor of the Senate. While she felt that Professor Park and Professor Wood had approached this matter with the greatest integrity and goodwill, she did think that the resolution required further study given the enormously complex issues it addressed, such as tenure, goals, productivity, and performance. Therefore, Professor Schwoerer recommended that the resolution be recommitted and that the Executive Committee be directed to assign specific matters to specific committees for joint consultation so that a resolution could be recast that would convey to the administration what was thought to be the best sense of the faculty on these very complex matters. Professor Amling said that he could not vote in favor of Recommendation 2(a), amended or not, because these things were presently being achieved by the Appointment and Tenure Committees of SGBA and the Department of Business Administration, and though they were not perfect, at least they do operate, and that this recommendation suggests that faculty do what some faculty are already doing. The question was called on Professor Hill's amendment to Recommendation 2(a), and the motion was passed.

Professor Amling asked if the University has a set of standards for assessing the performance of deans, chairpersons, and faculty. Provost Bright responded that there were standards for faculty but not for deans and chairpersons because he always assumed that chairpersons were assessed by their colleagues and that deans were assessed by the faculty of the school or college. He cited as an example two cases in the recent past in which the faculty formally reviewed the performance of a dean by means of a confidence vote. Professor Morgan said he felt

obliged to make a comment about the matter of standards for the performance of deans, having experienced the painful process of the two instances that the Provost referred to. He said he did not know whether it was really desirable to have general standards for the performance of deans or not, but that in these two cases the dilemma was that the faculty had considerable difficulty determining what the standards for performance actually were. Provost Bright said that he did not see how it would be possible to set uniform standards for all the colleges and schools, and that he would not want that responsibility. Professor Kurtz said that he agreed because he thought it would be absolutely impossible to do so. Further discussion by Professors Hill, Morgan, Schiff, Kurtz, Schwoerer, and Schwartz followed. Professor Schwoerer then moved that the substitute resolution be recommitted to the Executive Committee for further disposition, and the motion was seconded. A discussion followed by Professors Morgan and Schiff. Professor Morgan said that he assumed that those members who voted for this motion would be happy to respond to the Executive Committee's plea for immediate attention to the matter. The question was called, and the motion to recommit was carried by a vote of 11 to 5.

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Professor Schiff, on behalf of the Joint Committee of Faculty and Students, moved Resolution 77/8, "A Resolution to Endorse the Student-Faculty Evaluation." and the motion was seconded. Professor Ziolkowski asked whether the words "endorses" and "urges" should be changed to "endorse" and "urge" since the form of resolutions in the past seem to be put in the form of an exhortation rather than a statement of fact. Professor Schiff responded that the Senate could make this change if it so desired. Professor Wayne said that the revised evaluation form before the Senate was different from the form other faculty had reviewed and, therefore, he thought it was premature to endorse a resolution which endorses questions which faculty have not considered. He then moved the following substitute resolution: "That the Faculty Senate of The George Washington University endorse the principle of student-faculty evaluation." The motion was seconded. Professor Wayne said that while some of the problems in the first evaluation form have been addressed in the revised document, not all of them have been resolved and he thought that it was important that the Faculty Senate endorse the principle of student evaluation without endorsing this particular evaluation form at this time. Discussion followed by Professors Kurtz, Schiff, and Amling. Professor Morgan said that in order to disassociate the faculty from approving any particular questions, but at the same time to support faculty cooperation with this evaluation effort, he moved the following amendment: "That the Faculty Senate of The George Washington University endorses in principle the Student-Faculty Evaluation effort which is to be conducted by the GWUSA during 1977/78, and urges the faculty to cooperate with that effort." The motion was seconded. Professor Reesing said that he, himself, did not oppose the student evaluation effort and would cooperate with it; however, he questioned whether the Senate ought to take any action one way or the other on the matter because that would, in a sense, institutionalize the action, and he said that there were some faculty members who felt they might be subjecting themselves to pressure by so doing. Further, Professor Reesing said that by putting ~~the Senate's~~ stamp of approval on this enterprise, which, after all, was completely a student endeavor, ~~this~~ might tend to imply that the faculty was a purveyor of a product and that the student was a consumer of that product, and, as such, was entitled to consumer rights. This notion, Professor Reesing said, he thought to be untrue; therefore, he moved to table the substitute motion. No second was made to the motion, and the motion to table was lost. The question was called on Professor Wayne's substitute motion, and the motion was lost.

Professor Morgan said he would further amend his amendment by changing

Correction
12/9/77

"Evaluation" to lower case, and the seconder approved. Further discussion continued by Professors Wayne, Morgan, Wood, Jones, and Adams. Professor Fox asked Professor Morgan if he would consider substituting the words "academic evaluation" for the words "student-faculty evaluation" in the title and the resolving clause. Professor Morgan and the seconder agreed to accept that substitution. Professor Adams asked Professor Morgan if he would be willing to substitute "efforts" for "effort" so that the resolution would not apply to just one document. Professor Morgan and the seconder accepted that change. Professor Morgan then read the amended version of Resolution 77/8 as follows:

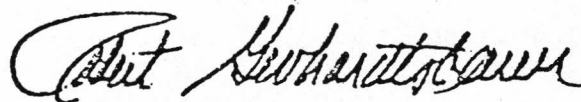
A RESOLUTION TO ENDORSE THE GWUSA ACADEMIC EVALUATION EFFORTS (77/8)

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate of The George Washington University endorses in principle the academic evaluation efforts to be conducted by the GWUSA during 1977/78, and urges the faculty to cooperate.

The question was called, and Resolution 77/8, as amended, was adopted.

- 5 Professor Morgan, on behalf of the Executive Committee, reported on the status of the case of Professor Kyriakopoulos. He informed the Senate that the Hearing Committee had rendered its decision in this case; that the decision had been communicated to the parties and to the Executive Committee; and that an appeal had been filed.
- 6 Under Brief Statements, Professor Schiff announced that he had just been handed a supply of the final printed copy of the academic evaluation questionnaire for distribution to any interested people.
- 7 Upon motion made and seconded, President Elliott adjourned the meeting at 4:12 p.m.



Robert Gebhardtshauer
Secretary

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THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

The Faculty Senate

November 1, 1977

The Faculty Senate will meet Friday, November 11, 1977, at 2:10 p.m., in the Faculty Conference Room, Sixth Floor, Lisner Hall.

AGENDA

1. Call to order
2. Minutes of the regular meeting of October 14, 1977
3. Old Business:

Reintroduction and further consideration of Resolution 77/5, "A RESOLUTION TO PROMOTE FACULTY PRODUCTIVITY," Professor Reuben E. Wood, Chairman, Fiscal Planning and Budgeting Committee

4. Resolutions:

A RESOLUTION TO ENDORSE THE STUDENT-FACULTY EVALUATION (77/8), Professor Stefan O. Schiff, Co-Chairperson of the Joint Committee of Faculty and Students, on behalf of the Joint Committee of Faculty and Students (resolution attached)

5. Report on the status of the case of Nicholas Kyriakopoulos, Associate Professor, Department of Electrical Engineering and Computer Science
6. Brief Statements
7. Adjournment



Robert Gebhardtshauer
Secretary

A RESOLUTION TO ENDORSE THE STUDENT-FACULTY EVALUATION (77/8)

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate of The George Washington University endorses in principle the Student-Faculty Evaluation which is to be conducted by the GWUSA during 1977/78, and urges the faculty to cooperate with this effort.

Professor Stefan O. Schiff, Co-Chairperson
of the Joint Committee of Faculty and Students,
on behalf of the Joint Committee of Faculty and
Students

October 25, 1977